

**CITY OF ALAMEDA**  
**ECONOMIC DEVELOPMENT**  
**STRATEGIC PLAN**

July 2000

Prepared for

**City of Alameda**  
**Economic Development Strategic Plan Task Force**  
**Economic Development Commission**

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# I. INTRODUCTION

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The City of Alameda has pursued economic development with plans associated with three major redevelopment areas as well as the Community Reuse Plan for Alameda Point. The City has made substantial progress in job creation and business development; however, it recognizes that the existing plans do not constitute an economic strategy for Alameda as a whole. The City Council authorized the preparation of a city-wide Economic Development Strategic Plan (EDSP) with the following objectives:

Define the direction of Alameda's economic development with goals that maximize economic opportunity and consider the qualities of Alameda. The plan should be long term (10+ years), include milestones for measuring success and provide for periodic review.

The Council established a broad based Task Force to undertake this effort in conjunction with the Economic Development Commission (EDC). The Task Force was comprised of business and community leaders, and was led by the EDC chair. The group held six public meetings to review economic trends and opportunities, formulate goals, and develop a strategy.

This EDSP is a road map for reaching the Task Force's goals. It may be used as a work plan, a guide for budget and redevelopment decisions, and as a benchmark for measuring progress.

The City of Alameda is well positioned to enjoy continued expansion of its employment base and increases in the average incomes of its residents due to the economic growth of the Bay Area and Alameda County. This growth provides additional income to residents for the purchase of consumer goods and services and revenue to the City for the provision of essential public services over the next five years and beyond.

The Task Force was concerned that the positive results of economic growth will be offset by a decline in the quality of life so important to Alameda residents and the employees of firms located in the city. The Task Force established criteria for the selection of strategies and initiatives outlined in this plan for reaching the goal of maximum economic benefit in consideration of the qualities of Alameda (see Appendix A).

The Task Force recommends seven economic strategies for the EDSP that will capitalize on the benefits of economic growth while avoiding the potential pitfalls.

Each strategy and the initiatives recommended for implementation are designed to meet the criteria established by the Task Force for meeting one or more of the Goals that were adopted.

These strategies and implementation initiatives will enhance the quality of life for Alameda residents and workers or, at a minimum, not reduce it. The strategies and implementation initiatives are described in the following sections. Additional information on the basis for the strategies can be found in working papers prepared for the Task Force and available from the EDC (see Appendix B).

Each strategy recommended by the Task Force contains a descriptive title, a description of its relation to goals, a statement of conditions addressed by the strategy, a performance measure to be achieved and a set of proposed implementation initiatives necessary for achieving the goal. The initiatives are presented without any assignment of priority.

A second goal of the Task Force was that there be follow through on implementation. To insure accountability for each initiative, the organization accepting primary responsibility for implementation of the initiative is identified, a schedule for initiation and completion of the initiative is provided, the cost of the initiative is estimated and a performance measure is given.

Overall responsibility for guiding the implementation of the strategy resides with the City Council and its EDC. It is also recommended that the EDC hold public hearings not less than annually for assessing implementation of the strategies. The results will be reported to the City Council for action as needed.

## **Evaluation of Recommended Projects**

As part of the Downtown Vision process, the EDC identified the following nine evaluation criteria to prioritize projects. The EDC will also use these criteria to make recommendations when they recommend adoption of the EDSP and as they monitor implementation of the plan:

1. *Project Cost and Funding Availability*

A key component of implementation is the ability to pay for the necessary improvements. High value-added projects that are either low-cost or have available funding mechanisms are typically more easily implemented than costly projects for which new funding sources need to be identified.

2. *Time Frame*

A time frame is indicated for each project based on current information about funding availability or the length of process needed to complete the project.

The time frames can be adjusted to reflect changing priorities based on other criteria.

3. *Ease of Implementation*

Projects that are easily implemented, either because of existing circumstances such as infrastructure, personnel, relationships, or other reasons, will allow for shorter time frames and can create necessary momentum for further action.

4 *Catalytic Effect*

Projects that have the potential to have broad ranging positive impacts on the overall scope of economic development in Alameda have a catalytic effect beyond their localized area. These projects can be seen as a necessary precursor to initiate future improvements elsewhere with little additional involvement, funding or encouragement.

5. *Performance Indicators*

Does the project have a concrete set of performance indicators that will allow future reevaluation? Projects with concrete timelines and objective performance indicators allow for measurable success and more accountability by the responsible parties.

6. *Visibility*

If a project creates a visible improvement to the area, it sends a positive message to the entire community.

7. *Community Support/ Consensus*

Strong community consensus around a project can often facilitate implementation. Community support is crucial to the continued success of a project once it is implemented.

8. *Concentration*

The project concentrates improvements in a geographic area, creating a critical mass of uses for success. Projects should fit into and complement the larger plan for Alameda rather than stand alone, apart from other improvements.

9. *Viability*

Cities like Alameda have successfully implemented similar projects suggesting that this project will not only be implemented, but also will survive and flourish into the future. Projects need to be based firmly on economic realities, taking into account market conditions and competition from neighboring cities.

In the proposed implementation plans for each strategy, estimates have been made of the full time equivalent staffing that would be necessary as well as an estimate of out of

pocket cost for materials, consultants, etc. for all City Departments. This budget information is intended to provide a perspective on the likely level of effort that would be needed to implement each measure, but it is not intended to be the main focus of the discussion on priorities among the measures or the desirability of alternative approaches to specific issues. As can be seen in the list of evaluation criteria above, cost is but one element. The primary consideration should be the effectiveness of the measures toward the desired economic development outcomes of the City. All of the implementation plans involving City responsibility are subject to approval by the City Council and the Community Improvement Commission during the budget process and can be revised to reflect differing priorities. Adoption of the Economic Development Strategic Plan by the City Council does not, in and of itself, constitute appropriating of funding or allocation of staff resources.

## **2. STRATEGIES AND IMPLEMENTATION PLANS**

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**Strategy #1: Support private sector property owners, property managers, developers and marketing agents in their efforts to create primary jobs through “clean”, light-industrial and office business attraction and expansion by:**

- (1) conducting proactive outreach that attracts the desired businesses;
- (2) establishing zoning that restricts use of heavy industrial activities;
- (3) establishing zoning and areas for businesses that are compatible with residential or main street retail areas (e.g., not automotive repair, big box retail, etc.)

### **Relation to Goals:**

The Task Force agreed that the focus of business attraction efforts should be to create and maintain a balanced economic base that not only supports expansion of rapidly growing technology sectors but also allows for continued prosperity of existing businesses that provide diversity to the job base.

The emphasis of this strategy is on utilizing existing buildings and sites. The scale of new development must be compatible with the character of Alameda and should be limited in height. In addition, Alameda should avoid uses that create the potential for environmental degradation or a reduction of the quality of life in the community.

The primary business targets for this attraction and expansion effort are computers and related information management systems, software development, health care technology, communications, environmental technology, motion picture/television programming, multimedia, printing and publishing, recreational marine industries and related professional and business services. Educational institutions should also be considered attractive business targets in that they not only provide jobs but also increase education and training opportunities for residents.

The private sector needs a consistent and efficient development process. Successful implementation of this strategy depends on the City providing development services efficiently while maintaining appropriate regulatory control.

Task Force discussion has emphasized the need to create quality, high paying, skilled jobs and the need to create a variety of employment possibilities for Alameda residents. Alameda's training and employment needs are served by a number of regional institutions, but there is no readily available mechanism available to gauge the effectiveness of those institutions in meeting the needs of Alameda businesses and residents.

**Measure:** Develop 10 new firms per year over the next 5 years consistent with the market's absorption capacity and the capability of the Alameda infrastructure to keep pace with this level of absorption and increase in jobs.

## Strategy #1a - 'Create Industrial/Office Jobs': Implementation Plan – Primary Initiatives

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
<b>INCREASE INVENTORY OF SPACE</b>				
Continue establishing a Stakeholder Marketing Partnership to stimulate development	AP T, ED/Redev, AP Leasing, Harbor Bay Bus. Park, Marina Village, Catellus, Chamber, Alameda Lincoln Gateway Property Owners, Managers and Developers	1999-2000	40 hours to establish Partnership Agreement Source: APT budgeted in 1999-00	Partnership Agreement
		2000-2005	0.1 FTE per year each for BWIP and APT and AP Leasing to share leads and market collaboratively. Source:	Annual renewal of Partnership Agreement
Negotiate & Execute DDA – Catellus Project	City Manager, ED/Redev, Planning, PW, Catellus	1999-2001	\$830k reimbursement of City cost. 2 FTE Source: Catellus	Executed DDA, Amended General Plan, Amended BWIP Plan
		2000-2001	\$100,000 legal \$80,000 Prop. liab. ins. CD: 2+ FTE Source: General Fund Reserves Loan	
Construct Catellus Business Park (a six phase project)	PW, Catellus Inc., Planning, Planning Boards, CIC ED	Phs 1: 2001-03 Phs 2: 2003-05	FTE = TBD Proj. Mgmt. Team Source: Land sale proceeds and project tax increment to finance infrastructure and City admin.	-15 acres and 200,000 sq. ft. per phase, - 760 jobs per phase (4,600 total)

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>
Process Marina Village's request for Master Plan and GP Amend. To increase business park and develop business park over the Shipways	<b>Planning Board,</b> City Council, Alameda Vintage Assoc., Planning, PW <b>Alameda Vintage Assoc.</b>	Phase I: 1999-2000  Phase II: 2001-2005	Privately financed  Privately financed	-Create entitlements -Construct 143,000 s.f. of flex tech space -Create 475 jobs
Bldg. 5 Orton Development: <b>Phase I</b> - Issue Use Permit for 110,000 s.f.	<b>Planning,</b> Planning Board, Orton Develop. Co, AP Leasing	Phase I - 2000-2001	Privately financed 0.2 FTE  Source: AP Leasing	Lease 12-15 spaces by start-up light industrial companies in spaces ranging from 2,000 to 20,000 s.f. Create 150-200 jobs.
<b>Phase II</b> - Issue Use Permit for 150,000 s.f.	<b>Planning,</b> Planning Board, Orton Develop., AP Leasing	Phase II- 2001-2002	Privately financed	New start up, light industrial business. Create 175-250 jobs
Continue marketing of available Alameda Point bldg. space	AP Leasing, Planning	2000-2005	3.0 FTE - AP 0.5 FTE - Planning	New businesses and jobs in 2.0 million s.f.
<b>ATTRACT BUSINESS</b>				
Evaluate/Review/Expand Marketing Materials and Media Campaign	ED/Redev., AP&T, AP Leasing, Developers, Property Owners	2000-2005	\$100,000 over five years 0.1 FTE each Sources: Prop owners; \$30,000 AP& T, \$25,000 Comm. Rev. Fund	Number of new business starts and expansions and jobs created
Targeted marketing of EDSP business sectors, including trade shows, etc.	APT, ED/Redev., EDAB, Chamber, Developers	2000-2005	\$7,500 Annually. 0.1 FTE each  Sources: CR Fund, BWIP, APT	Number of new business starts and expansions and jobs created
Continue Publication of the Commercial Bldg. vacancy List	ED/Redev. Brokers, property owners	2000-2005	0.15 FTE  Sources: BWIP	Centralized listing of all commercial vacancies on a bi-monthly basis.

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>
Implement LAMBRA Program	AP Leasing, ED/Redev., Planning, Building Services, APT	2000-2001	See Appendix E for list of incentives	Number of new business starts and expansions and jobs created at Alameda Point
<b>RETAIN/ EXPAND BUSINESS</b>				
Continue to implement the Strategic Employer Visitation Program	Alameda Retention Team	2000-2001	TBD 0.2 FTE APT	Number of firms and jobs retained
<b>EMPLOYMENT AND TRAINING</b>				
Work with AUSD to improve quality of schools	AUSD, corporate involvement	2000-2005	Private funds	Test score improvements and additional enrichment programs
Develop education and training plan for youth and adults to meet the requirements of businesses targeted for location or expansion	One Stop Center, Workforce Investment Board (WIB), Chamber, College of Alameda, SITCON, AUSD, HOME	2000-2005	TBD 0.25 FTE - CD 0.1 FTE - ED/Red. Sources: WIB CD Division	Number of Alameda residents hired by current and future Alameda businesses

## Strategy #1b - 'Create Industrial/Office Jobs': Implementation Plan -- Supporting Initiatives

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Prepare Specific Plan for N. Waterfront	Planning, Prop. owners, Neighborhoods, ED/Redev.	2000-2001	\$520,000 total  Sources: Prop. owners, \$60k City/CIC	Property owner investment.
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000-2001	-\$50,000 annually -0.7 FTE Plng -0.25 FTE Bldg. -0.15 ED/Redev - 0.15 AP Leasing Source: \$50k AP bond proceeds, or Comm. Rev. Funds	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.

**Strategy #2: Support the Chamber of Commerce, merchants and merchant associations in their efforts to increase the availability and quality of retail goods and professional services that meet the purchasing preferences of Alameda residents and the employees of Alameda firms by:**

- (1) supporting Park and Webster as “Main Street” retail zones;**
- (2) supporting the Stations as “Neighborhood” retail zones, and;**
- (3) limiting mall scale retail to Harbor Bay Landing, Marina Village and South Shore Center, and other potential sites of appropriate scale.**

### **Relation to Goals**

The Task Force spent considerable time discussing the need for an improvement in the type of goods and services available to local consumers. Agreement was reached that the EDSP should be directed primarily toward the needs of this consumer base, reflecting their purchasing preferences and shopping habits.

The primary focus of the retail strategy is to provide new and enhanced community-level shopping opportunities for Alameda residents and the employees of Alameda firms. Substantial effort should be made to improve the “shopping experience” in Alameda to provide a collection of interesting shops in a pleasing and stimulating environment. The Vision for Downtown Park Street Area (Appendix D) as well as the Webster Street Renaissance Project are hereby incorporated by reference.

The historic retail districts should highlight the heritage of the community and incentives should be created to adaptively reuse older buildings. Second floor spaces in commercial districts should provide opportunities for office uses.

Park Street should continue to evolve as a center for small businesses and major efforts should be made to revitalize Webster Street as a major entrance to the City. Steps should be taken to redevelop the South Shore Center to reflect the tastes of local consumers and the opportunity for making this an attractive site related to the Bay.

In order to meet the needs of Alameda residents who travel outside of town to shop in large-scale retail discounters, the city should consider potential locations for a 10 to 20-acre site in the City which meets the locational needs of the industry. There is a trend among big box retailers to reduce the size and population base of stores, creating

newer “junior size” formats, and it is possible for Alameda to have one in which they rely primarily on Alameda as the population base. Potential retailers might include such stores as Costco, Target, Home Depot.

**Measure:** Increases in sales revenue for targeted retail businesses above normal sales growth over the next 10 years.

### Strategy #2a - ‘Increase the Availability and Quality of Retail Goods and Services’: Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Charge the EDC and BRDTF subgroup to monitor and provide feedback on the strategic initiatives	BRDTF, ED/Redev	2000-2005	1.0 FTE  Sources: CIC Staff Budget	Expansion of 20 existing retail/professional services businesses per year, in addition to new business recruitment efforts.
Conduct an aggressive recruitment program to fill identified retail opportunities ( <i>see Retail Baseline Report for potential retailers</i> )	ED/Redev, BRDTF	2000-2002	\$48,000 '00-'01; \$25,000 '01-'02 0.5 FTE  Sources: 0.5 FTE BWIP = \$25,000 CRF = \$23,000	Recruit 5 new retail/professional services businesses per year, including 3 per year in historic retail centers.
Implement the Vision for Downtown	As noted in the Vision	As noted in the Vision	As noted in the Vision	As noted in the Vision
Attract a diverse mix of quality restaurants for dinner and lunchtime crowds – review zoning ordinances that allow on-street dining for effectiveness. Survey local restaurants for interest in outdoor dining.	ED/Redev., Planning, PSBA, WABA	2001-2003	50 hours of staff time  Sources: TBD	Increased restaurant revenues.
Solicit Developer interest in redeveloping blighted Webster St. properties	ED/Redev., Property Owners, WABA	2001-2005	\$500,000 to \$600,000 gap per site, 0.5 FTE Staff	Creation of new retail leasable area and new retail businesses targeted by the EDSP

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
as identified by WABA			Source: BWIP Fund	
<p>Create dev. incentives for business and property owners</p> <ul style="list-style-type: none"> <li>➤ Create CDBG Micro Enterprise Loan Program;</li> <li>➤ Create a Comm. Building Rehab and Tenant Improvement Loan Program in collab. with local lenders</li> </ul>	CD, ED/Redev. /local banks	2000-2005	<p>Each year \$50,000 for micro enterprise 0.15 FTE</p> <p>\$120,000 first yr for Comm. Bldg. loan fund 0.15 FTE</p> <p>Sources: -\$50k CDBG for -\$120k BWIP</p>	Jobs created by retail business expansions
Negotiate a draft Owner Participation Agreement with current or future owner to redevelop and re-tenant Bridgeside Center	ED/Redev., Planning, Property Owner, CIC	2000-2001	<p>TBD.</p> <p>0.2 FTE - ED/Red.</p> <p>Sources: Prop owner , CIC</p>	Return of full service grocery store, continued drug store and/or specialty foods, and support of retail that capitalizes on waterfront location.
Revitalize South Shore Shopping Center to meet the consumer preferences of Alameda residents and workers and maximize waterfront location.	Harsch Dev. Co. ED/Redev.	2000-2005	<p>\$90,000</p> <p>0.25 FTE- ED/Red.</p> <p>0.25 FTE-Planning</p> <p>Source: Property owner CRF</p>	Additional leasable square footage and altered retail mix with higher quality, higher priced merchandise.

## Strategy #2b - 'Increase the Availability and Quality of Retail Goods and Services': Implementation Plan -- Supporting Initiatives

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Revise the Zoning Ordinance to support the retail development strategy and Downtown Vision	Planning, ED/Redev., Planning Board, EDC, Chamber of Commerce	2000-2001	0.3 FTE-Planning 0.3 FTE-ED/Redev. Source: proposed in Planning and Redev. Budgets	Revised Zoning Ordinance Adopted
<p>During General Plan Update:</p> <ul style="list-style-type: none"> <li>➤ Consider potential sites for community-level retail;</li> <li>➤ Consider strategies to provide adequate off-site parking that would allow development of pedestrian oriented new buildings, with continuous storefronts; consider subsequent modification of on site parking requirements for new retail buildings developed in the Park and Webster Street business districts.</li> </ul>	Planning, ED/Redev., Planning Board, EDC	2000-2002	2.0 FTE-Planning Source: GP scope of work budgeted	General Plan amendments adopted.
<ul style="list-style-type: none"> <li>➤ Expand the existing scope of work for update of the General Plan to determine the best location for independent auto service and repair businesses.</li> </ul>	Planning, Planning Board, Auto Dealers, ED/Redev.	2000-2002	Source: General Plan scope of work budgeted.	General Plan amendments adopted.

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
<p>➤ Regarding auto sales businesses, focus on improving the appearance of auto row, possibly incorporating concepts presented in the Park Street Auto Row Study (1994).</p>		2001-2005	<p>Approx. \$1 mil. per block</p> <p>Sources: L&amp;LD, BWIP, Property owner assessment</p>	Improved building and streetscape appearance
<p>Include auto row geography in Downtown Vision efforts to determine the most appropriate circulation pattern for Park Street.</p>	<p>PW,ED/ Redev, Planning, PSBA, Auto Dealers</p>	2000-2001	TBD	Increased sales
<p>Rent/lease shared signage along I 880 for Alameda Auto row and list the dealers.</p>	<p>ED/Redev, PSBA, Auto Dealers.</p>	2000-2001	TBD	Increased sales
<p>Work with College of Alameda to explore intensifying the use of its site to include retail development in connection with the Tinker extension and state route designation and comprehensive economic development /circulation planning for Webster commercial corridor.</p>	<p>College of Alameda, Alameda Point Leasing, ED/Redev., Planning</p>	2000-2005	<p>\$25-50,000 0.3 FTE</p> <p>Source: BWIP</p>	Feasibility Study
<p>Prepare streetscape designs for improvement of Webster St.</p>	<p>ED/Redev, WABA, PW, Planning</p>	2000-2002	<p>\$71,000 0.3 FTE</p> <p>Sources: WECIP</p>	Public investment in Commercial District
<p>Construct Webster streetscape improvements</p>	<p>ED,PW</p>	2003-2005	<p>\$3.9 million 0.5 FTE ED 0.5 FTE PW</p> <p>Sources: Poten. WECIP bond issue, MTC grant, other</p>	Complete improvements

<b>Initiative</b>	<b>Lead Responsibility and Principal Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>
Implement appropriate streetscape improvement plans along Park Street.	ED/Redev, PSBA, PW, Planning, TPC	2000-2002	\$1.0 million Sources: L&LD, BWIP, Prop. Owner assessment	Complete improvements
Develop a "Gateway"/entry statement for Downtown at the foot of Park Street.	ED/Redev, PSBA, PW, Planning, TPC	2002-2005	\$300,000 Sources: L&LD, BWIP	Complete improvements
Purchase street cleaning equipment.	PW, PSBA, WABA	2002-2003	TBD Sources: L&LD	Improved street appearance
Increase frequency of sidewalk cleaning	PSBA, WABA	2002-2003	TBD Sources: L&LD	Improved sidewalk appearance
Hire/dedicate staff for code enforcement including existing ordinances related to signage, health and safety, zoning, cleanliness, etc.	Building Services, ED/Redev., Planning	2000-2001	\$60,000/yr. 1.0 FTE  Sources: BWIP	Improved building conditions
Pursue MTC planning and construction grants for both Park and Webster	ED/PSBA, WABA	2000	\$2,000 0.2 FTE	Successful grant applications
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000-2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.
Study potential merger of WECIP and BWIP	ED/Redev, WABA, EDC	2000-2001	\$20,000 0.25 FTE Sources: BWIP/WECIP	Ability to use WECIP tax increment to redevelop blighted sites on Webster St.

**Strategy #3: Develop facilities to serve the business traveler, business conference market and vacationing tourists by:**

- (1) attracting quality hotel/conference centers;
- (2) constructing a championship golf course;
- (3) implementing a resort/conference center plan;
- (4) preparing a list and marketing existing meeting spaces in Alameda.

**Relation to Goal:**

Alameda does not have adequate facilities for business-related conferences and events despite the increase in high-tech service sector businesses in the city and the region. The construction of Extended Stay and Studio Plus facilities is a good start, but a conference facility and additional rooms for business travelers are needed. A conference center designed to serve primarily local business events would increase spending in the community for local merchants and increase tax revenues vital for meeting growing demands for citizen services.

The Task Force is interested in expanding tourist attractions in the City but not at the expense of degrading the quality of life through the development of low-end facilities or by inappropriate placement of tourist facilities.

**Measure:** Develop one or more resort type conference facilities and expand the number of rooms for business travelers by 50% over the next five years. Develop resort quality hotel accommodations for tourists within the next five years at Alameda Point or Harbor Bay Business Park.

## Strategy #3 - 'The Business Travel Market and Limited Impact Tourist Attractions': Implementation Plan

Initiative	Lead Responsibility and Principle Partners	Schedule	Estimated Cost and Potential Sources	Measure
<p>Conference Center Hotel:</p> <p>➤ Circulate RFQ/RFP to select Developer of Hotel/Conference Center/Links style golf course located in Northwest Territories at Alameda Point</p>	ED/Redev., Golf Dept., Planning, CIC, City Council, ARRA Board, City Manager	2000-2005 2000-2002	<p>\$75,000</p> <p>0.25FTE-Golf Course 0.75FTE-ED/Redev. 0.15FTE-Planning 0.15 FTE-PW</p> <p>Sources: Golf Course, or Alameda Point Bond proceeds</p>	Execution of an Exclusive Right to Negotiate
<p>➤ Negotiate/Execute a DDA</p>	Golf Dept., ED/Redev., Planning Board, CIC, City Council, ARRA Board, City Manager, Developer	2002-2004	<p>\$75,000 each year</p> <p>0.25 FTE-Golf Course 0.75 FTE-ED/Redev. 0.15 FTE-Planning 0.15 FTE-PW</p> <p>Sources: Golf Course, or Alameda Point Bond proceeds</p>	<p>Execution of the DDA</p> <p>Adoption of the plan and completion of the center</p>

<b>Initiative</b>	<b>Lead Responsibility and Principle Partners</b>	<b>Schedule</b>	<b>Estimated Cost and Potential Sources</b>	<b>Measure</b>
<p>Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process &amp; determine feasibility of creating One Stop Permit Center</p>	<p>Building Services, Planning, ED/Redev., AP Leasing</p>	<p>2000-2001</p>	<p>See cost detail in Strategy 1b implementation plan</p>	<p>Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.</p>

**Strategy # 4: Create recreational and entertainment facilities that serve residents and employees of local firms as well as business and tourist visitors to the community by:**

- (1) providing a completed public access trail for Alameda's shoreline and implementing of the City's Bicycle Master Plan;
- (2) establishing a Civic Center, highlighting Kofman Auditorium, Alameda Theater and a new main library, with a civic center parking structure for Alameda's Downtown;
- (3) supporting Historic Main Streets on Park and Webster (theme light standards, upgraded street trees, flowers, facade improvements, sign ordinance enforcement, etc.)

**Relation to Goals:**

A major focus of the Task Force is the treatment of the waterfront around the entire city. It is vital to provide visual and pedestrian access to the water at all points, and desirable to create nodes of public waterfront activity such as restaurants, boating, water sports competitions, and recreation such as kite flying and bicycling.

East Bay Regional Parks and the City should recruit additional summertime concessionaires to add variety to the goods and services available along the waterfront. Opportunities for eco-tourism should be developed at Alameda Point and other appropriate locations. This strategy should also build heavily on the City's historic heritage. The City's Victorian homes and buildings should be promoted as visitor attractions and lodging where feasible.

Additional entertainment and cultural venues should be developed and promoted. The Alameda Theater should be re-established if feasible, and options for a modern multiplex theater should also be explored. The Alameda museum should be expanded along with developing other historical attractions such as the Hornet at Alameda Point and the Park Street Historic District.

**Measure:** Expansion of the number of establishments that are primarily visitor serving.

## Strategy #4 – 'Recreational and Entertainment Facilities': Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Renovate/ Restore Alameda Theater: > Issue RFQ to developers and negotiate agreement with selected developer > Coordinate phasing of theater redevelopment with development of parking structure. > Support Downtown as a prime location for theater facilities	ED/Redev., Planning, Property Owner, Developer	2001-2005	.025 FTE \$5,000 BWIP  \$500-\$600K Sources: BWIP bond, CDBG 108 loan	
Create a capital improvement project for preparation of a City wide recreation improvement plan	Recreation and Parks Department	2003-2005	0.2 FTE \$100,000 Source: TBD	Creation of CIP
Improve parking related to the beach and provide for more entertainment venues	East Bay Regional Park District	2000 - 2005	TBD	Increase in utilization of the beach
Improve signage to Crown Memorial Beach	Recreation and Parks, Caltrans, PW	2002-2003	\$200 per sign to manufac. and install. 0.1 FTE Rec. & Park  0.1 FTE PW Sources: Rev produc'g Rec. funds.	Increase in utilization of the beach

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Perform a comprehensive assessment of the unmet recreational needs of the City's youth and seniors	Recreation and Parks,	2002-2003	\$25,000 , and 0.2 FTE Potential sources: Recreation revenue producing accounts (Golf Course, etc.)	Adoption of the study recommendations
As part of the GP update, review the existing Recreation Element regarding Bay Trail beachfront walkways around the City	Planning, Planning Board	2000-2002	Source: GP scope of work budgeted	Update of walkway plan.

**Strategy # 5: Provide for internal and external traffic circulation sufficient to permit the efficient flow of people and goods throughout the City and to and from its adjacent areas by creating a City Master Transportation system.**

**Relation to Goal:**

The Task Force is particularly concerned that the increase in jobs resulting from economic growth would further aggravate currently unacceptable traffic congestion. They were insistent that economic growth not move beyond the capacity of the transportation system to circulate people and goods both within and to and from the City at an acceptable level.

While the Task Force heard testimony regarding previous estimates of the high cost of creating new bridge crossings and the state imposed limitations on employer trip reduction plans for existing employers, members of the Task Force felt that there were a number of steps that could be taken to insure that transportation improvements were made in concert with employment and population growth. (See also Memorandum, under separate cover, dated February 25, 2000, from EDSP Task Force Member Eugenie Thompson to the Task Force.)

A City Master Transportation System would be created, using developer impact fees, and County, State and Federal transportation funds. The primary components of this system would be:

- (1) Connection modifications to the regional highway transportation system (I-880)
- (2) Completion of the Cross Airport Roadway
- (3) Intra-island (electric) bus/shuttle systems and coordinated bus/shuttle system to Fruitvale and 12<sup>th</sup> Street BART stations.
- (4) Implementation of Bicycle Master Plan
- (5) Computerized traffic signal timing to move traffic on and off the island during commute hours
- (6) Increased ferry service
- (7) Parking structures for both Civic Center and Webster Street

The Master Transportation Plan should also address neighborhood commercial center circulation and traffic calming approaches for residential neighborhoods.

To advise the City Council on the development and implementation of the Master Transportation Plan, a new commission, or a new advisory group composed of members of existing boards and commissions, such as planning, economic development and transportation planning, should be created.

**Measure:** Increased investments in the City's transportation system sufficient to provide for an efficient flow of people and goods for the anticipated increase in population and employment.

### Strategy #5 – 'Internal and External Traffic': Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Make update of the 1990 General Plan (GP) and its Transportation Element a high priority, including the addition of policies directing:	Planning Board, Planning Department, Public Works, Planning Board	2000-2002	Included in the proposed scope of work and General Fund Budget for 2000-2002 0.5 FTE PW	Adoption of General Plan by City Council
➤ Investigation of feasibility of expanding existing City supported shuttle service, to key points in the City	TAC, PTC, Planning, PW, Planning Board, WABA Chamber/ Business Coalition	2000-2002	Source: TBD	Policy creation
➤ Development of circulation designs oriented to pedestrians, bicycles, and transit, particularly for Park and Webster.	TAC, Planning, PW, Planning Board	2003-2005	Included in scope of traditional Transp. Element	Adoption of designs by City Council
➤ Implementation of existing EIR mitigation policies that require employer trip-reduction plans as a mitigation of development; re-establish TSM Committee.	Planning, Chamber, TAC, PW, ED/Redev	2003-2005	Cost to employer (\$15-30,000) to prepare plan & (0.5 to 1.0 FTE) to implement/monitor Cost to the City = 1.0 FTE <b>Sources:</b> Private & Assessment District or GF	Reduced trip generation
➤ Analysis of the relationship between traffic capacity and growth and economic development	Planning Board, Planning Department, Public Works, Planning Board	2000-2002	Included in the proposed scope of work and General Fund Budget for 2000-2002	Adoption of General Plan by City Council

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
			0.5 FTE PW	
Charge the Planning Board to establish a standing Transportation Sub-Committee, with adjunct representatives from the Economic Development Commission, the Public Transportation Committee and the Transportation Advisory Committee, to oversee implementation of transportation planning and project implementation.	Planning, PW, ED/Redev.	2001-2002	0.2 FTE Planning 0.2 FTE PW 0.1 FTE ED/Redev.	
Request PTC consider for inclusion in their top priorities studying feasibility of expanding water transportation to and from sites outside the City	PTC, PW, Ferry providers, Water Taxi provider	2000-2001	0.1 FTE of existing staffing of PTC  Source: PW	PTC revised expanded priorities
Request PTC consider for inclusion in their top priorities petitioning A.C. Transit for expanded service to Marina Village, Marina Square area and Alameda Point	PTC, PW, A.C. Transit, EDC	2000-2001	0.1 FTE of existing staffing of PTC  Source: PW	PTC revised expanded priorities
Work cooperatively to obtain approval of and funding for a new crossing from Alameda to Oakland. Possible actions include: Study alternatives and economic benefits/cost	City Council, City Manager, PW, Caltrans, City of Oakland, Port of Oakland, BCDC, and US Army Corps of Engineers Planning Board, EDC, TAC	2000-2010	\$200,000 Study \$75,000-lobbyist 0.15 FTE - PW  Sources: Undetermined	Viability determination
Work cooperatively to improve and modify connections to I-880.	City Council, City Manager, PW	2000-2005		Improved access to/from freeway

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Develop and implement a parking management plan for Downtown	PW	2000-2003	See Downtown Vision	
Improve signage, visibility and access to existing parking lots in Downtown	PW	2000-2002	See Downtown Vision	
Determine the most appropriate circulation pattern for Park Street to improve the pedestrian environment and contribute to the economic redevelopment of Downtown. Coordinate circulation with streetscape improvements.	PW	2002-2005	See Downtown Vision	

**Strategy #6: Establish Alameda as a center for the location for new enterprises spun off by regional businesses or local incubators and service sector businesses serving local business growth by establishing a public/private New Business office that focuses on assisting:**

- (1) small businesses (less than 100 employees)
- (2) youth (under 21 years of age) run business ventures

This office would be a resource center for new businesses, providing referrals to business information, funding sources and other services.

**Relation to Goals:**

Members of the Task Force saw opportunities for encouraging new enterprises, including youth run ventures, as a way to help insure economic diversity in the City. The success of existing small businesses that have found expansion sites in the City after initially starting up elsewhere can be a continuing source of small business development. As the New Economy creates opportunities for small-scale firms with large market impact, such as many "dot.com" firms, the City's "Silicon Island" image should be promoted to encourage a variety of new business types to the City. These trends also heighten the importance of supporting home occupancy businesses in Alameda.

In addition, several incubators operating in the City have spun off new ventures after their incubation period. Likewise, new service sector businesses will be interested in locating in the City to provide services to the larger businesses locating and expanding in the City's business parks.

The City has specialized incubators to assist new ventures and businesses in the environmental technology, entertainment or alternative energy sectors. However, what could incrementally benefit Alameda is an incubator facility that could provide space and support to startup businesses in those clusters targeted by the EDSP, as well as adult and youth run start-up businesses who are looking for their first location as an alternative to operating at home.

Moreover, the City needs to work closely with the existing and proposed incubators to insure that their graduates locate within the City and employ Alameda residents to the extent possible.

**Measure:** Create 500 new jobs per year over the next 10 years through new enterprise development, expansion of existing businesses and the location of new small business start-ups in the City.

## Strategy #6 – ‘New Enterprises’: Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Develop Training Academy for entrepreneurs at College of Alameda	Workforce Investment Board, College of Alameda	2000-2002	TBD 0.1 CD Div	Number of new business starts in the City by graduates
Support a youth incubator, the Home Project and ROP programs of AUSD in entrepreneurship at the High School level	Home Project, Alameda Unified School District, Workforce Investment Board, HOME project	2000-2003	\$68,000 annual ARRA investment in forgone market rent.  Source: Alameda Point Leasing, Fy 2000-2002	Form youth project incubator; involve 30 youth and develop and launch 2 sustainable youth businesses; develop a multi-media arts studio; expand the child care into a sustainable, licensed business, number of youth operated micro business start-ups, and other services.
Work w/ACET, CALStart, etc, to keep their graduates in Alameda	Econ Dev/Redev, Commercial Brokers, AP Leasing, SBDC	2000-2005	100 hours	Number of graduates retained in Alameda vs. total # of businesses graduated
Develop a new system for tracking business starts, possibly by modifying the city's existing business license system.	ED/Redev., Finance	2002-2003	TBD	Increased accuracy of business records to facilitate business assistance services and programs.
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000-2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center, reduced processing time for all City required permits for commercial development and establishment of evaluation measure to monitor the entitlement process.

**Strategy #7: Provide affordable housing opportunities throughout the City for current and all future employees that would like to live in Alameda by implementing the recommendations of the ad hoc Home Ownership Committee and establishing new housing developments that fully integrate with the surrounding areas.**

**Relation to Goals:**

The Task Force recognizes the relationship between economic development and affordable housing. They want the EDSP to address the issue by striving to produce affordable housing options that match the needs of new employees and jobs resulting from successful implementation of the strategic plan. It is important that housing is available for the full range of employees that firms need, including support personnel and entry-level staff as well as those recruited nationally or internationally. Consequently, attention must be paid to the provision of rental as well as ownership housing.

While the retail strategy seeks to discourage mixed use along the main commercial corridors, residential development would be a benefit in the Northern Waterfront area. Emphasis should be placed on implementing the work live ordinance and the mixed use zoning in this area. Consideration should also be given to extending work live opportunities to other areas of the City.

New developments are to be laid out in modified grid fashion, to provide seamless integration with the existing street pattern and to provide public sightlines to the shore. The use of walls around residential developments will not be allowed.

The low and moderate income requirements for housing developments in the redevelopment areas will be included in the development and not be bought out with "in lieu" fees.

**Measure:** Consistent with ABAG's calculation of Alameda's fair share allocation, increase the supply of affordable housing in the City to reflect the anticipated growth in jobs.

## Strategy #7 – ‘Affordable Housing for Current and All Future Employees That Would Like to Live in Alameda’: Implementation Plan

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Consider the EDSP and the housing policies originated by the ad Hoc Home Ownership Committee and adopted by Council in revision of the Housing Element. Establish criteria to require more than the minimum levels of affordable housing in projects in redevelopment areas.	Housing Development Division, Planning, Planning Board	2000-2001	\$200,000 1.0 FTE  Sources: -\$95,000 State -TBD	Adoption of Housing Element reflecting EDSP goals
Invite a focus group of work-live developers to critique the City's mixed use and work/live zoning to evaluate effectiveness in providing residential as an ancillary use to office, retail, light manufact. and incubator activity.	Planning, Planning Board	2002-2004	0.2 FTE  Source: BWIP tax increment	Amendment to the Zoning Ordinance if found necessary
Continue to operate the Substantial Rehabilitation program	Community Development Division	2000-2005	\$2.0 million 2.0 FTE Sources: Home CDBG, etc.	Number of housing units rehabilitated
Prepare plan for housing at Alameda Point, e.g. Package K.	City Manager, Planning, ARRA	2000-2002	\$50,000  Source: TBD	Adoption of the Plan by City Council and ARRA

Initiative	Lead Responsibility and Principal Partners	Schedule	Estimated Cost and Potential Sources	Measure
Hire independent consultant to conduct peer review of permitting and entitlement process. Streamline permit process & determine feasibility of creating One Stop Permit Center	Building Services, Planning, ED/Redev., AP Leasing	2000-2001	See cost detail in Strategy 1b implementation plan	Strategic Plan to create One Stop Permit Center and reduced processing time for all City required permits for commercial development and establish evaluation measure to monitor the entitlement process.
Establish a Housing Trust Fund	Housing Development Division	2000-2002	\$25,000 0.25 FTE Source: APIP Housing	Number of new non-market, moderate-income units

### 3. ACKNOWLEDGEMENTS

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#### **Alameda City Council**

Ralph Appezzato	Mayor
Tony Daysog	Vice Mayor
Al DeWitt	Councilmember
Barbara Kerr	Councilmember
Beverly Johnson	Councilmember

#### **Economic Development Commission**

Frank Matarrese	Chair
John Abrate	Vice Chair
Anne E. Cook	
Douglas M. deHaan	
Robert L. Kemp	
Pattianne N. Parker	
Bill S. Shiber	
Sherri L. Stieg	
Charles Ward	

#### **Economic Development Strategic Plan Task Force**

Frank Matarrese	Chair
Dennis Pagones	Chamber of Commerce President
Jerry Sherman	PSBA President
Dr. Kent Rosenblum	WABA President
Dr. Victoria Brown	GABA President
Bruce Kern	EDAB Executive Director
Paula McCloskey	Chamber of Commerce Executive Director
Juan Vazquez	College of Alameda representative
Mike Dosen	South Shore Shopping Center representative
Rahn Verhaeghe	Marina Village Business Park representative
Dion Griffin	Harbor Bay Business Park representative
Victor Jin	Alameda Board of Realtors representative
Anna Elefant	AUSD School Board representative
Sebastian Baldassarre	Public Utilities Board (PUB) representative
John Teetsov	Planning Board representative
Darryl Browman	Local Developer representative
Karen Gold	Technology firm representative
Jack Bertram	Small or mid-sized company representative
Carl Nelson	Marine-related industry representative
Eugenie Thomson	Advanced transportation industry representative
Debra Turnage	Banking or finance representative
James Sweeney	Homeowner's Association representative
Marilyn Moffitt	Homeowner's Association representative

Tom Jordan	Homeowner's Association representative
Helen Sause	At Large Resident representative
Al Wright	At Large Resident representative
Ananda Ghosh	At Large Resident representative
Nancy Heastings	B.R.A.G. representative

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# APPENDIX A: GOALS AND OBJECTIVES

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The Economic Development Strategic Plan is based on a number of criteria that define the desired economic future for Alameda. The criteria identified in the planning process are presented below in terms of five goals with supporting objectives.

## **Goal 1: Improve the City's quality of life**

- Promote island character of the city
- Retain, respect and improve neighborhood character
- Promote cultural arts and increased recreation facilities
- Improve safety and security in the community
- Enhance the quality and diversity of education
- Institute comprehensive transportation management

## **Goal 2: Preserve and protect environmental quality in Alameda**

- Minimize environmental impacts of economic development, especially in waterfront areas
- Promote Alameda as a Green City
- Maximize the beneficial use of resources
- Design for sustainability

## **Goal 3: Provide the opportunity to live and work in town**

- Balance jobs and housing
- Provide a range of affordable housing

## **Goal 4: Promote cultural and economic diversity**

- Create a diversity of industry jobs, reflecting the changing economy
- Encourage industry clustering, supporting opportunities for concentration of related industries.
- Encourage businesses that provide a variety of job levels
- Promote tourism development
- Provide a well-rounded retail base that meets local demand

## **Goal 5: Achieve strategic business development objectives**

- Minimize dollar outflows and maximize inflows through expanded shopping opportunities
- Promote a stable business environment through increased diversity
- Encourage businesses whose benefits exceed costs
- Create a tax base to support infrastructure
- Increase local business to business sales
- Promote corporate involvement with the community
- Encourage the creation of quality jobs

## **APPENDIX B: MARKET AND FISCAL OVERVIEW**

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The consultants to the Task Force prepared three background reports that address market opportunities for Alameda as well as discussing trade-offs associated with major types of economic development:

Revised Baseline and Growth Opportunities Report, October, 1999

Retail Market Analysis, November, 1999

Economic Development Criteria, December, 1999

The following is a brief summary of the information contained in these reports.

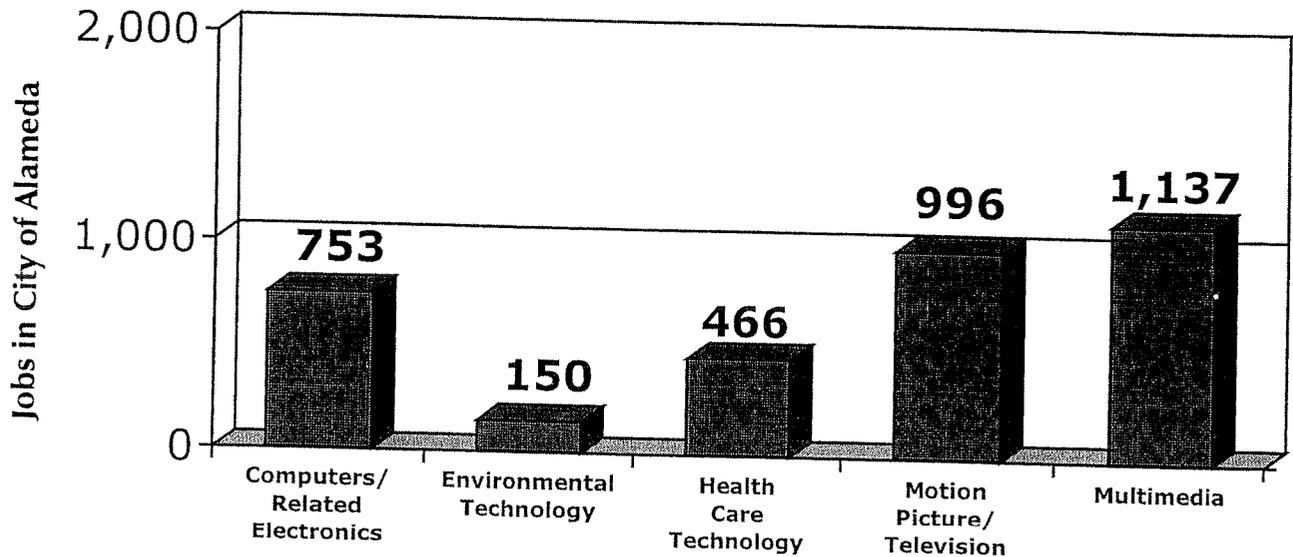
### **ECONOMIC BASE**

The City of Alameda is estimated by ABAG to have 24,940 jobs currently, or three percent of the county total. This employment is highly tilted toward services, with lower proportions of retail and manufacturing jobs compared to most other cities in Alameda County. Many of the city's service jobs are in high paying computer services including software development and programming.

Alameda County is one of the Bay Area's most thriving regional economies. It has developed highly concentrated business clusters in a number of important economic sectors including computer and related electronics, environmental technology, health care technology, motion picture and television production, and multimedia products and services. Alameda has shared in the growth of each of these clusters ( see Figure 1). In addition, Alameda has significant employment in several other industry groups including maritime industries, wood products, metals and miscellaneous electronics and printing and publishing.

ABAG projects the City of Alameda to gain more than 24,000 jobs between 2000 and 2020, nearly doubling its current economic base. (The city lost about 18,000 military and related jobs when NAS closed). Nearly 11,000 of these jobs would be in services including computer software development, a variety of business services, and motion picture production. A nearly equal number of new jobs are projected to be in sectors that include transportation, communication, finance, construction and government. While these categories are broad, they include some key industries for Alameda such as the burgeoning communications, multimedia and TV broadcasting industries, as well as the boat and marine-related businesses. ABAG projects the city to gain about 2,800 manufacturing jobs and relatively few retail and local services jobs.

**FIGURE I**  
**ALAMEDA JOBS IN BUSINESS CLUSTERS**



## **RETAIL**

Alameda is experiencing a demographic change and is becoming a wealthier community. This is due in part to the loss of relatively lower income jobs associated with the Alameda Naval Air Station which closed in 1997, and in part to the city's success in attracting more well paying jobs in recent years. The rate of growth in household median incomes in the city has exceeded the growth of Alameda County as a whole, while the household incomes of Alameda's neighbors, Oakland and San Leandro, have remained stagnant.

Yet the retail commercial sector in Alameda is weak in relation to a number of other cities in the region. Alameda posted sales of about \$4,500 per capita in 1997, about on a par with Oakland, but well below San Leandro at \$12,000, Hayward at nearly \$10,000 and Berkeley at about \$8,000 per capita.

On a citywide basis, residents of Alameda are estimated to have a total purchasing power of \$621 million. Stores in Alameda capture about \$454 million, but at least \$67 million of this comes from non-Alameda shoppers, mainly visitors from Oakland shopping at South Shore and workers in the city buying food and convenience items. The "leakage" of spending from local residents out of the community then is at least \$234 million.

Park Street and South Shore capture nearly two-thirds of the total retail sales in the City. West Alameda, with Webster Street and the Marina Village shopping center, capture about one-quarter of total sales, although West Alameda neighborhoods have more than 30 percent of the city's total spending power. Bay Farm Island contributes more than 20 percent of total spending power, but captures only nine percent of total sales in the Harbor Bay shopping center.

There are a number of retail development opportunities both citywide and in specific commercial districts. These are summarized in the following table and include specialty apparel stores, sporting goods, a non-traditional supermarket, books and stationary, a major discount store such as Target, furniture, appliances, home electronics, building materials and garden supplies, and additional auto dealerships. In addition, the analysis confirms the opportunity for a multiplex movie theater.

## **COSTS AND BENEFITS OF BUSINESS DEVELOPMENT**

A number of the goals and objectives presented in the previous section constitute criteria against which economic development opportunities can be measured. As part of the background research for the EDSP, information has been developed about the cost/revenue impact of various business development types along with general information about potential environmental impacts and job characteristics. Each type of business offers different benefits and would impose different costs on the community. This reinforces the need for diversity in the job base, not only to smooth out the effects of economic cycles but also to provide a variety of opportunities for economic advancement of City residents.

Table 2 summarizes the indicators analyzed in this process. As shown in the top part of the table, retail and hospitality businesses are good for the City budget and have low pollution potential, but they also offer lower paying jobs and tend to generate more traffic per job created.

The lower part of the table adds a spatial dimension and converts the figures to impacts per acre of development. Hospitality businesses create the most jobs per acre, mainly from restaurants, and thus continue to lead the other businesses in terms of fiscal benefit. Total personal income per acre for the hospitality sector ranks second behind business parks, despite the lowest per employee wage rates. These businesses are very high traffic generators, however. Business parks create more jobs per acre than do

retail, service or industrial businesses, which means that their fiscal benefit is higher, as well as the personal income they create.

**TABLE I**  
**RETAIL BUSINESS ATTRACTION OPPORTUNITIES**

Store Type	West Alameda		East Alameda*		Citywide	
	Sales Leakage (millions)	New Store Potential	Sales Leakage (millions)	New Store Potential	Sales Leakage (millions)	New Store Potential
Women's Apparel	\$3.2	✓	\$5.3	✓	\$9	✓
Men's Apparel	\$0.8	✓	\$2.2	✓	\$3	✓
Family Clothing	\$4.0		\$8.4	✓	\$12	✓
Shoe Stores	\$0.6	✓	\$2.8	✓	\$4	✓
Discount Stores					\$34	✓
Gifts & Novelties	\$1.2	✓	\$1.5	✓		
Sporting Goods	\$1.2	✓				
Florists	\$0.6	✓				
Jewelry	\$0.8	✓				
Supermarkets	\$10.3	✓	\$10.4	✓	\$28	✓
Delicatessens	\$0.2	✓	\$0.3			
Meat and Fish Markets	\$0.6	✓	\$1.3	✓		
Fruit and Vegetable Markets	\$0.2	✓	\$0.3			
Retail Bakeries			\$1.3	✓		
Eating Places	\$0.0		\$12.9	✓		
Furniture & Home Furnishings					\$21	✓
Household Appliances & Electronics					\$7	✓
Nurseries & Garden Supply Stores					\$1	✓
Lumber & Other Building Materials					\$6	✓
Used Merchandise	\$0.4		\$0.7	✓		
Automobile Dealers					\$60	✓
Gasoline Service Stations	\$5.5	✓	\$9.5	✓		
<b>Total</b>	<b>\$29.6</b>		<b>\$56.9</b>		<b>\$185.8</b>	

\*East Alameda includes Bay Farm Island.

TABLE 2

COMPARISON OF ECONOMIC DEVELOPMENT CRITERIA BY BUSINESS DEVELOPMENT TYPE

Cost/Benefit Indicators	Commercial Districts		Business Parks	Light Industrial	Hospitality
	Retail	Local Services			
<b>INDICATORS PER EMPLOYEE</b>					
Cost/Revenue Balance	\$625	(\$201)	\$295	\$162	\$832
Pollution Potential	Low	Low	Low-Mod.	Low-Mod.	Low
Traffic Generation [a]	3.0	2.0	0.8	1.1	1.4
Average Wage	\$24,798	\$35,134	\$52,920	\$40,850	\$15,593
Employees per Acre [b]	20	20	54	14	62
<b>INDICATORS PER ACRE</b>					
Cost/Revenue Balance	\$12,375	(\$3,980)	\$16,063	\$2,258	\$51,838
Traffic Generation	59	40	42	16	90
Total Wages	\$491,000	\$695,653	\$2,881,494	\$569,416	\$971,521
	0				

Source: ADE.

[a] Peak hour per job created.

[b] Based on following building and employee densities:

	FAR*	Bldg. sq.ft./employee
Retail/Services	0.25	550
Business Park	0.50	400
Light Industrial	0.40	1,250
Hospitality		
Lodging	0.50	1,000
Restaurants	0.25	169

\*Floor Area Ratio: The total building square footage divided by the square footage of the lot.

## EMPLOYMENT AND TRAINING

Local universities and colleges, the College of Alameda and the other schools of the Peralta Community College System, the Alameda Unified School District K-12 system and Adult School train employees for semi-skilled and skilled jobs.

Alameda residents and business are also served by a number of local and regional employment and training institutions. The Alameda County Private Industry Council (PIC), soon to become the Workforce Investment Board (WIB), operates workforce readiness programs for the unemployed and underemployed and designs and operates specific training programs at the request of individual businesses. Various local non-profit organizations are funded by the County PIC/WIB to be providers of employment and training programs.

In 1996-97, local firms in the electronics sector formed a voluntary consortium, the Silicon Island Technology Consortium (SITCON) to collaborate in the process of recruitment in a tight market for skilled labor. Human resources personnel have also expressed the difficulty of finding employees for jobs that require training that is not provided by either high schools or four-year institutions.

The City of Alameda supports the Alameda One Stop Career Center, hosted by the College of Alameda. Staffed by employment and training professionals who assist all job seekers to explore career directions, meet their training needs, and find jobs. The Center serves over 1500 job seekers annually. The One-Stop's Employer Liaison serves local employers by listing job openings and assisting them to fill those positions with qualified candidates, including through developing training to meet employers' needs. The Work for Alameda Youth program places youth in jobs, internships, and job-shadowing programs, working with approximately 200 youth each year.

## **APPENDIX C: ANNUAL CITY EDSP IMPLEMENTATION COSTS**

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### **Notes on the Budget Data**

In addition to the budget data in the implementation plans, a summary of possible city staffing and costs is provided in this appendix. For General Fund funded departments (e.g., Public Works, Planning, Building Permits, Rec. and Park, etc.), some activities can be readily funded during the next 12 months because resources are already allocated to similar activities in the budget for the current fiscal year. In other cases, funding can be, or will be, proposed in the draft two-year budget being prepared for Fiscal Year 2000-2002. In either case, the activity will have been assigned a 2000-2002 time frame for implementation. More costly activities for which no funding decisions have yet been made have been assigned a time frame of 2002-2005, to indicate that they would be part of the next two-year budget process.

Resources of the CIC supporting the Economic Development and Redevelopment Division have been approached differently. Estimated cost to staff and implement projects identified by the Strategic Plan Task Force would total in excess of non-general Fund, redevelopment resources if all projects were implemented simultaneously. The Economic Development Commission will be asked to make recommendations regarding priorities.

Available Resources: Staffing resources available for the upcoming, two-year budget cycle equal 4.5 Full Time Equivalents (FTE), plus 1.0 FTE in reserve. Tax increment has increased in the Business and Waterfront Improvement Project such that an accumulated amount equal to \$600,000 will be available in 2000-2001 and \$250,000 will be available yearly thereafter to fund high priority projects emerging out of the Strategic Plan and Downtown Vision Process. In the West End Community Improvement Project, it has been estimated that between \$5.5 million, with no merger, and \$8.3 million, if merged with BWIP, could be raised in 2003.

## APPENDIX D: DOWNTOWN VISION

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## APPENDIX E: LAMBRA INCENTIVES

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### Alameda Reuse & Redevelopment Authority (ARRA) Description of ARRA Incentives in support of the Local Agency Military Base Recovery Area (LAMBRA) Application

#### DESCRIPTION OF ARRA LAMBRA INCENTIVES

**LAMBRA Team:** The ARRA and its supporting partners will establish a "LAMBRA Team" to facilitate LAMBRA projects. This Team will consist of the LAMBRA Manager, and key City of Alameda Department staff from the City Manger's Office, Planning, Engineering, Building Inspections, Central Permits Office, Police, Fire, Community Development, Bureau of Electricity, City Attorney's Office, and additional members as needed (PIC Director, EDAB Director, state or federal agency representatives, local lenders, etc.). Kay Miller, ARRA's Executive Director and Ed Levine, ARRA's LAMBRA Manager will be the key ARRA staff to support the LAMBRA Team. The Team will coordinate and track LAMBRA projects, provide guidance and direction, and ensure the smooth relocation and expansion of businesses within the LAMBRA.

**Below Market Lease Rates:** The ARRA will offer very attractive below market lease rates to LAMBRA industrial and commercial businesses. Lease rate discounts ranging between 5% and 15% below market will be offered to LAMBRA businesses. In addition, in accordance with the ARRA's "Interim Leasing Principles, Policies, and Procedures" priority will be given to businesses (including potential LAMBRA businesses) with economic development potential and with functions or needs conducive to the reemployment of displaced base workers.

#### Fee Sharing:

**Building Permit Fees:** The ARRA will provide LAMBRA businesses a 100% reimbursement (up to \$20,000) on City imposed Filing Fees, Building Permit Fees and Plan Check Fees for LAMBRA projects that require upgrade of a building for code compliance. The reimbursement will be in the form of a rental rebate, amortized over the length of the lease between ARRA and the LAMBRA business.

**Personal Property Appraisal:** The ARRA will pay 50% of an appraisal of personal property within ARRA's inventory for the LAMBRA business requesting the property. The cost for such appraisals typically average \$1,500.

**Building Improvement Credit:** The ARRA will refund the cost of building improvements required to comply with state and city building codes. The improvement costs will be paid for up-front by the LAMBRA businesses. The improvement costs will be amortized over the length of the lease and credited monthly. The building improvement credit does not include tenant improvements.

**Access to Surplus Personal Property & Equipment:** The ARRA currently has an inventory of surplus Navy machinery and equipment. This inventory includes: grinders, milling machines, lathes, drill presses, lifts, brake machines, forklifts, cranes, desks, chairs, tables, computers, printers, photocopiers, telephones, etc. A complete inventory of all surplus personal property is currently

being prepared by the Navy. Ken Bowman, ARRA's Assistant Facility Manager (and Assistant LAMBRA Manager, if ARRA is designated) works very closely with the Navy to identify property items with reuse potential that the ARRA wants to remain on-site.

ARRA currently offers equipment financing to NAS tenants. Prospective tenants can choose and tag equipment that they want. The equipment is appraised (at liquidation value), and payments amortized over the life of the lease (not to exceed seven years).

The ARRA will consider offering LAMBRA tenants (on a case-by-case basis) access to surplus military property at even more attractive rates or through an equipment loan program for a specified period of time during their initial start-up phase.

**Emission Reduction Credits (ERCs) and Air Permits:** The ARRA is working with the Navy to secure Emission Reduction Credits and Air Permits. If successful, the ARRA may offer these ERCs to LAMBRA businesses who need to acquire air pollution offsets.

**Master Lease Agreement:** The ARRA is currently negotiating with the Navy to obtain a Master Lease Agreement. Once approved, the Master Lease will give the ARRA a very expedited leasing process. This Agreement will obviate the need for approval of individual leases by the Assistant Secretary of the Navy and will thereby significantly shorten the leasing time line for LAMBRA businesses. ARRA plans to have the Master Lease Agreement in place by April 1997.

**Master Use Permit:** The ARRA is currently working with the City of Alameda to develop a Master Use Permit for NAS Alameda. With this Master Use Permit in place, individual LAMBRA applications that are consistent with the guidelines of the Master Permit can be approved with a minimum of additional processing, in most cases by City staff action. The ARRA plans to have the Master Use Permit with the City in place by April 1997.

**Public Infrastructure Improvements:** The ARRA has planned a series of improvements to upgrade the access and service systems available for development and reuse of the base. The improvement of the base will provide a safer, more efficient and attractive business location for LAMBRA businesses. The ARRA is committed to a plan of continuous physical improvement of the base.

Some improvements are underway. Others are in the planning phase. The planning budget alone for these studies represents a \$1.79 million investment. These planning studies include:

Utility Field Survey & Master Plan	Science Center Feasibility Study
Marina Market/Development Study	Interim Marketing Plan & Materials
Street Improvement Plans	Market Study
Detailed Development Plans	EDC Business Plan
Port/Marina Business Plan	Building Demolition Study
Building Upgrade Study	Redevelopment District Formation
Housing Revitalization Feasibility Study	Public Trust Land Assessment

Infrastructure improvements currently underway include:

**Sewer Main Replacement Project:** This project involves the replacement of the wastewater trunk line connecting the base with the Oakland Naval Supply Center in Oakland. This 16-inch pipe is being replaced as part of a dredging contract being undertaken by the U.S. Corps of Engineers and the Port of Oakland. The replacement pipe will be of adequate size to handle development of the site as envisioned in the Community Reuse Plan.

**Main Street Improvement Project:** This project includes a \$5.0 million improvement to Main Street. Scheduled improvements include a new linear park along the former railroad alignment, under-grounding of utilities, boulevard landscaping, and improved drainage. This project will greatly enhance the visual image of the area as one approaches the base. The majority of the project financing is from EDA with a City of Alameda, Community Improvement Commission, and ARRA match. The City is the project manager and currently going out to bid.

The ARRA, working with the City will continue to research financing mechanisms to fund necessary infrastructure improvements. Potential funding sources include: Lease Revenue Bonds, Revenue Anticipation Notes, Tax Allocation Bonds (tax increment financing), Special Assessment Bonds, Asset Sales, Federal & State Grants, Federal Loan and Loan Guarantee Programs, State Revolving Loan and Infrastructure Bank Program, and Caretaker Agreement with the Navy.

**Financial Facilitation:** The ARRA's LAMBRA Manager will work with each business and outside agencies to facilitate funding opportunities for LAMBRA businesses including, but not limited to, Industrial Development Bonds, Small Business Administration and private lenders.

9/25/96

# APPENDIX F: COUNCIL-APPROVED RECOMMENDATIONS OF THE AD HOC HOMEOWNERSHIP COMMITTEE

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City of Alameda

## AD HOC HOMEOWNERSHIP COMMITTEE RECOMMENDATIONS

*Adopted by the Alameda City Council on April 4, 2000*

1. Create educational programs to assist people who live or work in Alameda to become homeowners.
2. Create financial programs to increase the number of potential homeowners in Alameda.
3. Require developers of housing in redevelopment areas to construct the required affordable housing on-site.
4. Give residential development high priority in the City's entitlement process.
5. The City general plan and zoning ordinance should be revised to encourage, or require, residential development that provides within each new development more diversity in the housing product to:
  - a. Provide a wider range of ownership opportunity within each new community. This may include expanded opportunity to respond to variations in income and housing needs.
  - b. Allow for the inclusion of more affordable housing within the development while avoiding the pitfalls that make developers reluctant to place such units within more homogenous developments.
  - c. Create new development that is more consistent with the traditional Alameda neighborhoods and less suburban in nature.
6. Increase the amount of property available for residential development to increase the supply of new housing units.
7. Develop housing units priced between \$130,000 and \$220,000 to meet the needs of people with income between 80% and 120% of area median income (\$45,300 to \$75,900 for a family of four).
8. Provide incentives in the developer selection process to exceed the redevelopment affordable housing requirement.

April 5, 2000

# APPENDIX G: COMMENTS FROM THE PUBLIC MEETING ON MAY 11, 2000

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## City of Alameda ECONOMIC DEVELOPMENT STRATEGIC PLAN

### Public Meeting Notes

May 11, 2000

The draft Economic Development Strategic Plan (EDSP) was presented at a public meeting on May 11, 2000 at 7:30 p.m. at the Alameda Power & Telecommunications Office, conference room A/B. The following comments were made by members of the public attending the meeting.

As an overall comment, Chair Matarrese suggested that the implementation “initiatives” should be labeled as “steps” instead, since at this point they represent City staff’s best estimates of what is needed to implement the strategies but do not necessarily reflect initiatives proposed by the Task Force.

Another overall comment was made that the EDSP does not adequately address the Task Force criterion of improving local education and schools.

#### Strategy #1

The City needs to balance “intellectual-based” businesses with sales tax generators in order to get both good jobs and good fiscal revenues.

The City can attempt to negotiate point of sale locations with new businesses to gain sales tax on remote sales.

The City can also encourage manufacturers representatives working on commission to handle sale paperwork locally and thereby create a point of sale status for Alameda.

#### Strategy #2

The term “mall scale” should be qualified to emphasize local serving businesses.

Clarify in the implementation step on page 13 what is meant by increasing gross leasable area at South Shore Shopping Center.

The plan should call for a gateway entry statement on Webster Street as well as Park Street.

### Strategy #3

The strategy should be location-neutral. In particular, the resort/conference plan for Alameda Point is not yet fully determined and approved.

At Alameda Point, it is important to utilize existing facilities and assets, but many of these are in decline and need to be stabilized and restored.

### Strategy #4

This strategy should address cultural as well as recreational and entertainment facilities.

Cultural facilities will serve a regional as well as local market.

Regarding item 3 in the strategy, the existing sign ordinance needs improvements before it can effectively address the historic commercial districts.

Regarding the Alameda Theater, the EDSP should be consistent with the approach in the Downtown Vision, which is to restore and maintain use of the building but not necessarily as a theater.

### Strategy #5

The strategy should be distilled and strengthened more in line with Eugenie Thomson's original memo to the Task Force. In particular, the strategy should focus on building a new transportation system, which would involve:

- Setting up a new commission
- Developing and designing the comprehensive plan
- Developing a funding strategy

The City should consider a development moratorium on key sites that would impact the implementation of the master transportation plan.

In Alameda, the grid system means that residential streets carry some business and commuter traffic as well, reinforcing the need for a comprehensive approach to circulation in the city.

Regarding the eight items listed as primary components of the transportation plan, number 5 should be eliminated and the reference to Clement Street in number 8 should be removed and referred to the Northern Waterfront Specific Plan process.

### Strategy #6

The Strategy needs to emphasize the function of the New Enterprise Development Program, but not call for a new incubator or new "New Business Office." The functions can be coordinated by existing agencies led by the Chamber of Commerce.

Strategy #7

It is important to integrate housing with business development, both economically and in terms of access and circulation.

The city needs an economic evaluation of the cost of affordable ownership housing vs. rental housing.

The city should consider modifying Measure A on specific sites and with strong design guidelines.

The retail strategy should not discourage mixed use residential in commercial districts; however, parking for residents is needed.

The EDSP should include the Housing Forum recommendations when they are complete.

There needs to be careful design of new housing in the west end, particularly any higher density housing.

The proposal for a modified grid system for new neighborhoods was discussed. Some felt the subject is not appropriate for the EDSP but others felt a grid system helps transit and has strong social benefits.

## **APPENDIX H: COMMENTS FROM THE ECONOMIC DEVELOPMENT COMMISSION**

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At its meeting of May 18, 2000, the Economic Development Commission recommended that the Task Force criteria to enhance the quality and diversity of education in the City should be included in the expression of Strategy 1.